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CIPD Wellbeing at Work Conference

BUILD BACK RESPONSIBLY TO DRIVE SUSTAINABLE EMPLOYEE WELLBEING



Louise Aston, Wellbeing Director



@bitc #mentalhealthatwork #buildbackresponsibly

BUINESS IN THE COMMUNITY

We are the oldest and largest business-led membership organisation dedicated to responsible business

We inspire, engage and challenge members and we mobilise that collective strength as a force for good in society to:

- Create a skilled, inclusive workforce today and for the future
- Build thriving communities in which to live and work
- Innovate to repair and sustain our planet



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BITC RESPONSIBLE BUSINESS MAP



SUSTAINABLE DEVELOPMENT GOALS



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BUILD BACK RESPONSIBLY LESSONS LEARNED

- Wellbeing & the environment have come to the fore
- Elevation of mental health on a par with physical health & safety
- The importance of psychological safety and inclusion
- People first – kindness, empathetic and compassionate leadership
- Responsible business stepping up
- Taking remote / flexible working to scale
- Less commuting / business travel
- Cleaner environment / connecting with nature
- Time with family, accommodating caring responsibilities
- Using tech for good – connecting, playing, staying fit
- Enjoying hobbies – gardening, baking, reading



BUILD BACK RESPONSIBLY CONTEXT

- Physical and mental health pandemic
- Social and economic uncertainty
- Recession / ending of furlough scheme / unemployment
- Climate emergency
- Transformation of job and work design
- Frontline vs hybrid/remote working – avoiding 2-tier approach
- A tailored, personalised approach to employee wellbeing
- Widening of inequalities
- Death, bereavement and grief
- Domestic abuse
- Suicide risk



WORKWELL MODEL

An evidence-based framework for embedding health & wellbeing into organisational culture

Takes a sustainable, whole person, whole organisation approach

Creates an environment where employees can make informed, healthy decisions

A 3-pronged approach:

1. Prevention
2. Early intervention
3. Active rehabilitation



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REDESIGN JOBS THAT DRIVE SUSTAINABLE EMPLOYEE WELLBEING, BUILDING ON THE NEW WAYS OF WORKING SINCE COVID-19

Underpinned by a culture that promotes health and wellbeing

- People first
- Leading with empathy, compassion and inclusion
- A personalised, tailored approach
- Promoting healthy people & a healthy planet accelerated by a sustainable approach

ECONOMIC & SOCIAL UNCERTAINTY

A new psychological contract to support the new normal in uncertain times

Inclusion and environment lenses

Job design, job quality + psychological safety which enhance wellbeing

Reasonable expectations workload and pressure
Purpose, flexibility, autonomy
Mental, physical, financial and social wellbeing

Good work for all

Fair pay and benefits
Structure and security
Skills

Whole organisation

Accountability, policies + measurement
Leadership and line management

Good physical working conditions, actively connecting with green spaces

For remote and on-site working
Enhancing the natural environment

Job design

Work design and sustainability

PSYCHOLOGICAL SAFETY DEFINITION

Psychological safety is a belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns or mistakes."

Prof Amy Edmondson, Harvard Business School



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FOSTERING PSYCHOLOGICAL SAFETY



PSYCHOLOGICAL SAFETY

Google



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re:Work

LACK OF PARITY BETWEEN PHYSICAL & PSYCHOLOGICAL SAFETY

41% of employees have experienced poor mental health related to work in the past year*

- New international ISO 45003 Psychological health and safety at work Standard - managing psychosocial risks guidelines
- Discretionary standard due to be launched Summer 2021
- Positioned as part of safety, alongside other health and safety issues
- Focus on harm prevention and risk management



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*BITC Mental Health at Work 2020 survey in partnership with YouGov

DRIVING SYSTEMATIC RESPONSES TO THE CLIMATE & HEALTH CRISES

- Identified the need to act simultaneously on climate change and health
- Explored interconnected nature of issues and strategies for change using the UN Global Compact's Action Platform for Health's framework with opportunity for ongoing engagement;
- Wellbeing leadership team approach presented to frame the discussion;
- Broad support for employer actions:
 - need for a compelling narrative and stepped-up action linking the two
 - focus on active travel and avoidance of non-essential international travel
 - greening spaces and connection to nature
 - opportunities through Environmental, Social and Governance (ESG)



MENTAL HEALTH AT WORK 2020 YOUGOV SURVEY INSIGHTS



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THE STATE OF THE NATION

41%

of employees
have experienced
poor mental health
related to work
in the past year

51%

of those affected
put it down to
pressure at work

76%

of employees felt
that colleagues
and

69%

of line managers
are being
considerate of
mental wellbeing

62%

of managers have
had to put the interest
of the organization
above the wellbeing
of their colleagues



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LARGER ORGS & SME COMPARISON

50%

of employees felt that their organization supported their mental health well

Larger orgs

54%

SMEs

45%

42%

of employees felt their employer had provided advice or services to support their wellbeing

Larger orgs

49%

SMEs

31%

17%

of employees disclosed experiencing a MHP to either their manager or HR

Larger orgs

20%

SMEs

12%

37%

of CEOs and boards are deemed considerate

Larger orgs

34%

SMEs

42%



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WORK & NON-WORK RELATED CAUSES OF POOR MENTAL HEALTH

41%

of employees have experienced poor mental health where work was a contributing factor in the last year

9% stated that their mental health problems were in part caused by COVID-19 as a cause of their symptoms

2019

39%

54%

of employees have cited poor mental health due to causes outside of work

a third listed COVID-19 as a cause of their symptoms

2019

51%



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CAUSES OF POOR MENTAL HEALTH WHERE WORK WAS A CONTRIBUTING FACTOR

51%

of employees cited
that it was due to pressure

2019

52%

54%

of women are more likely
to list pressure as a key
factor

compared to

48%

of men

35%

due to workload, long
hours and lack of annual
leave

2019

36%



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INCREASED SUPPORT & WILLINGNESS TO TALK ABOUT MENTAL HEALTH

63%

of employees
feel that their organisation
supports their mental
health

2019

55%

56%

of employees
feel comfortable talking
about mental health
In the workplace

2019

51%

63%

of employees who told
their employer about a
mental health concern
had a positive outcome



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INCREASING NUMBER OF EMPLOYEES ARE NOT TALKING TO ANYONE ABOUT THEIR MENTAL HEALTH ISSUES

30%

of employees affected by poor mental health admit to telling nobody about it

2019

27%

35%

of men have kept mental health symptoms to themselves

compared to

26%

of women



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SPOTLIGHT ON LINE MANAGERS



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INCREASED SUPPORT FOR EMPLOYEE WELLBEING

58%

of employees believe
their manager has
communicated well
during COVID-19

48%

of employees would feel
comfortable talking to
their manager about
mental health

70%

of line managers report
that they have
supported their team
during COVID-19

2019

44%



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INCREASED RESPONSIBILITY AND COMPETENCE FOR EMPLOYEE WELLBEING

79%

of line managers believe the wellbeing of those they manage is their responsibility

2019

73%

72%

of line managers said supporting the wellbeing of those they manage is a core competency of their job role

2019

69%

71%

recognise the potential symptoms of mental health problems in the people they manage

2019

67%



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TOP REQUEST FROM LINE MANAGERS

TRAINING

28%

of line managers have received mental health related training.

2019

21%



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BUILD BACK RESPONSIBLY PUT WELLBEING AT THE HEART OF BUSINESS PLANNING AND JOB DESIGN



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CALLS TO ACTION

- 1** Elevate mental health and safety on a par with physical health and safety, using the six standards set out in the Mental Health at Work Commitment as a framework for action.
- 2** Redesign jobs that promote long-term mental health, building on the new ways of working since COVID-19.
Avoid employee burn-out by recognising pressure and workload are the biggest drivers of work-related poor mental health.
- 3** Do not shy away from challenging issues; update your policies on domestic abuse, suicide and bereavement.



SIGN UP TO THE MENTAL HEALTH AT WORK COMMITMENT

We're putting employee mental health at the heart of post-pandemic recovery.

Take the first step, too, and sign up to the Mental Health at Work Commitment today.

mentalhealthatwork.org.uk/commitment

MENTAL
HEALTH
AT WORK

Mental Health at Work Commitment webinar series

CIPD



This is *me*TM
in the City



MENTAL
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Curated by
 mind
for better mental health



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UNDERPINNED BY 6 STANDARDS

1. Prioritise mental health in the workplace by developing and delivering a systematic programme of activity
2. **Proactively ensure work design and organisational culture drive positive mental health outcomes**
3. Promote an open culture around mental health
4. Increase organisational confidence and capability
5. Provide mental health tools and support
6. Increase transparency and accountability through internal and external reporting



RESPONSIBLE BUSINESS MANIFESTO



TIME TO FIX UP

Our big chance for business to build back responsibly



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Gender Champions' Forum

30/11/2020

JOIN THE NETWORK FOR CHANGE

For further information and our campaign and advice on workplace wellbeing please contact Louise.Aston@BITC.org.uk or Kate.Hinder@bitc.org.uk

Please also visit our website for more information about who we are, what we do and how you can Join The Network For Change: www.bitc.org.uk



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